



**WESTONARIA LOCAL MUNICIPALITY**  
**DRAFT INTEGRATED DEVELOPMENT PLAN (IDP)**  
**TOWARDS 2016**  
**2012/2013 FINANCIAL YEAR**

**EXECUTIVE SUMMARY**

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**1. CONCISE SYNOPSIS OF IDP SECTION BY SECTION**

**SECTION A - MANDATE**

The Integrated Development Plan (IDP) is not an isolated document or process. It does not stand separate from other developments in the area. Being able to fulfil its role and functions the mandate forms the foundation of all planning and execution functions.

Section A addresses the Mandate and reflects on the status of the IDP, its benefits and the IDP approach. It provides a comprehensive description of the Municipality, the study area, boundaries, population, risks, weaknesses and strengths impacting on Council and the

community. The legal framework deals with the municipality as a legal entity operating within a legislative framework consisting of various statutes directly and indirectly impacting on it.

The Process Plan reflects the roles and functions for the various role players in the process, structures to manage the process, the time schedule of the planning process and mechanisms to monitor and evaluate the progress of the process.

Closer liaison with the community, business community and the mining industry whether formal or informal will influence the end result. Liaison with neighbouring municipalities, the West Rand District and sector departments are important to ensure that stakeholders are aware of one another and that development in the area can have an integrated approach.

Upon approval of the draft Integrated Development Plan (IDP) by Council, usually by the end of March, the IDP is forwarded to the Member of the Executive Council (MEC) for Local Government and Housing (DLGH) for comments. The IDP reflects the MEC's comments on the previous IDP.

## **SECTION B – SITUATION ANALYSIS**

The situation analysis provides demographic information reflecting on the population broken down into smaller units e.g. race, age, gender and people with disabilities.

The situational analysis focuses on infrastructure addressing housing, electricity consumption, access to piped water and sewerage backlogs, the economy indicate the main employment sectors and initiatives of Council to address job creation through the Expanded Public Works Programme (EPWP), environmental analysis with a focus on acid mine water, social development analysis with the focus on education facilities, recreational facilities and clinic services.

Crime prevention and programmes to reduce it are listed.

The Chapter is concluded with a breakdown of the 16 Wards of Westonaria, indicating the Ward Councillors, facilities in the wards, the capital projects undertaken in the various wards as well as key needs expressed by the community and key development priorities.

## **SECTION C – VISION, MISSION AND STRATEGIC OBJECTIVES**

Throughout the IDP process, which started during the 2010/11 financial year up to now, major announcements and documents guided Westonaria Local Municipality to ensure that its vision, mission and strategic objectives are in line with the district, provincial and national government and that it also guides the activities of Council.

Working towards achieving the Vision 2016 and the Uni-city concept pave the way for Council supporting its neighbouring municipalities but also direct own activities.

Each local municipality has its own unique vision and mission statements to reflect their individual status and niches whilst complementing one another and aligning it to that of the District.

## **SECTION D – DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS**

Strategies, programmes and projects are guided by objectives and are the practical tools used to implement the theoretical concepts like the vision and mission statements adopted by Council. Unless objectives, strategies, programmes and projects are used the vision and mission statements will remain aspirations.

The strategy represents the approach to be followed to achieve the objective. Programmes reflect the schedule of activities whilst the projects represent the implementation of tasks/assignments with available resources, in a sustainable manner and to the benefit of the community.

## **SECTION E – SPATIAL DEVELOPMENT FRAMEWORK**

The Gauteng Spatial Development Framework (GSDF) identified five critical factors to direct the way forward for the province namely:



Resourced-based Economic Development;  
Contained urban growth;  
Re-direction of urban growth;  
Rural development beyond the urban edge; and  
Mobility and Accessibility.

The Spatial Development Framework (SDF) for the Westonaria Local Municipality is graphically portrayed on the map at the back of the document. This SDF is based on the results of the situation analysis, the vision for development in the area and the conceptual framework, as well as aligning the SDF with the SDFs of adjoining local authorities.

More details is also provided on the following developments namely Westonaria Borwa previously known as Westonaria South, Syferfontein, Protea West Industrial Park and the urban edge.

## **SECTION F – FINANCIAL PLANNING**

This section is only be added once the draft budget has been concluded.

The Budget policy statement was informed by the national priorities, the five year Municipal Turn Around Strategy (MTAS) (which includes certain short, medium and long term strategies), the IDP, economic development initiatives, flagship projects, housing and land use, the Bekkersdal Renewal Project (BRP) and the local social and economic situation within Gauteng in general and Westonaria in particular.

## **SECTION G – DISASTER MANAGEMENT PLAN**

The Disaster Management Plan focuses on causal factors of a disaster, identifying factors that make towns vulnerable to emergencies, provides the names of the Municipal Mitigation Monitoring Task Team, contact details in the event of an emergency and the various phases and stages to be considered during a disaster.

## **SECTION H - PERFORMANCE MANAGEMENT**

The performance management system approved by Council sets targets, monitors and reviews performance based on indicators linked to the Integrated Development Plan (IDP) the Budget and the Service Delivery and Budget Implementation Plans (SDBIPs) as prescribed by legislation.

## **SECTION I – PRIVATE INITIATIVES AND SECTOR DEPARTMENTS**

A combined effort from local government, sector departments and private initiatives are needed to address unemployment, improved service delivery, eradicating the backlogs experienced with regard to housing, basic services and skills development.

This Section provides information on initiatives underway to improve the situation where the need was identified.

### **SECTION J – PRIORITY PROJECTS FOR 2012/13**

Section J represents the list of Priority Projects for 2012/13. The source of income is reflected. It must be noted that the Project Management Unit operating with the Municipal Infrastructure Grant (MIG) fund, to improve infrastructure and service delivery, has a good record of implementation. However, projects initiated by Council's own funds are linked to the availability of funds which is once again linked to the payment level for services delivered by Council.

It is to be noted that the functions of the PMU unit has changes to financial monitoring, report writing and overall project management. The various departments will take responsibility for the implementation of the various projects approved to be funded by MIG funds.

### **SECTION K – PROPOSED PROJECTS BY THE COMMUNITY**

This section reflects on projects already listed by the community, Councillors and Heads of Department to ensure sustainable service delivery to the community of greater Westonaria. Should sponsors or donors approach Council in mid-year with a request to get involved in the IDP, a list of projects can be provided that has been approved by Council.

## **2. SUMMARY OF 2012/2013 IDP**

### **2.1 INTRODUCTION**

The Local Government Municipal Systems Act, Act No 32 of 2000, stipulates that a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements and the extent of changing circumstances. Council at its meeting to be held end of March 2012, the Draft Integrated Development Plan (IDP) for 2012/13 financial year will be tabled and during May 2012 consider for approval the final document for 2012/13.

Due to the extent of this document a summary is compiled reflecting the areas of interest to the community. This summary provides an overview of the current situation within greater Westonaria, the actions put in place to address critical issues, the financial reality and an indication of where future developments will be taking place.

Westonaria Local Municipality initially considered using the statistics provided only by Global Insight to align with the West Rand District Municipality. Based on the discrepancy of some of the statistics of Global Insight and those from StatsSA, it was decided to use statistics from both sources.

It is to be noted that the Executive Summary of the Draft 2012/2013 Integrated Development Plan will be distributed under separate cover. The tables and graphs are numbered numerically for easy flow, however, the table or graph numbers in brackets refer to the main document.

### **VISION OF WESTONARIA LOCAL MUNICIPALITY**

Better communities through governance excellence
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## MISSION OF WESTONARIA LOCAL MUNICIPALITY

To provide a developmental municipal governance model towards sustainable quality of life for all communities in Westonaria

### Core Business Values

- Accountable
- Committed
- Democratic
- Proactive
- Service Excellence

### KEY PERFORMANCE AREAS (KPA)s/ STRATEGIC GOALS AND OBJECTIVES

- To promote integrated sustainable development
- To ensure the provision of basic services to communities
- To promote local economic and social development
- To provide a safe and healthy environment
- To provide a democratic and accountable government for local communities
- To ensure internal municipal business excellence

### TWELVE OUTCOMES APPROVED BY CABINET WITH THE EMPHASIS ON OUTCOME 9








Twelve Outcomes with various outputs were approved by Cabinet during December allowing for ministers to be evaluated on their performance and achievements. These outcomes address issues impacting on the community as a whole. President J Zuma indicated that a combined effort is needed to address the needs of the community and requested local government to focus on Outcome 9 with its various outputs to guide projects and programmes.

1. Improve the quality of basic education
2. Improve health and life expectancy
3. All people in South Africa to feel protected and safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support inclusive growth
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities and food security
8. Sustainable human settlements and improved quality of household life
9. A responsive and accountable, effective and efficient local government system
  - Output 1 Implement a differentiated approach to municipal financing, planning and support.
  - Output 2 Improve access to basic services
  - Output 3 Implement the community work programme
  - Output 4 Actions supporting of human settlement outcomes
  - Output 5 Deepen Democracy through a refined ward committee model
  - Output 6 Improve municipal financial and administrative capability
  - Output 7 Single window of coordination

10. Protection and enhancement of environmental assets and natural resources
11. A better South Africa, a better and safer Africa and world
12. A development-orientated public service and inclusive citizenship

The aim of the Millennium Development Goals (MDG) for local government is to improve the quality of life of the residents of a community, improve service delivery, and reducing poverty through job creation.

### MILLENNIUM DEVELOPMENT GOALS

	Residents of greater Westonaria to have access to clean water by 2008
	Decent sanitation by 2010
	All houses to have electricity by 2012
	Improve the provision of housing ensuring better quality houses closer to economic opportunities by 2012
	Job creation and support to small-business development.
	Building infrastructure through the Expanded Public Works Programme (EPWP), developing skills and creating job opportunities.
	To reduce poverty by implementing special programmes in rural and urban areas.

### COUNCILLORS

The newly elected Councillors for the next term of office are:

#### FULL TIME COUNCILLORS AND PORTFOLIO HEADS

Cllr N Tundzi (Ms)	Executive Mayor
Cllr S Monoane	Speaker
Cllr J Mafika	Chief Whip
	Chairperson: Finance Portfolio
Cllr A Gela (Ms)	Chairperson: Health and Social Welfare
Cllr A Ntsiba	Chairperson: Public Safety
Cllr A Mncube	Chairperson: Human Settlement
Cllr G Khoza (Ms)	Chairperson: Infrastructure Services
Cllr N Mkhumbuzi (Ms)	Chairperson: Corporate Services

#### COUNCILLORS PER WARD AND PROPORTIONAL REPRESENTATIVES

NAME	POLITICAL PARTY	GENDER
Mzukisi Ngamtwin (Ward 1)	ANC	Male
Mkhuseli Jokazi (Ward 2)	ANC	Male
Amanda Sityebi (Ward 3)	ANC	Female
Nomthandazo Mkhumbuzi (Ward 4) MMC	ANC	Female

NAME	POLITICAL PARTY	GENDER
Nonkoliso Tundzi-Hawu Executive Mayor	ANC	Female
Smuts Monoane Speaker	ANC	Male
Jackson Mafika Chief Whip & MMC	ANC	Male
Alex Ntshiba MMC	ANC	Male

NAME	POLITICAL PARTY	GENDER
Patrick Mkhungekwana (Ward 5)	ANC	Male
Piet de Jager (Ward 6) Rep to WRDM	DA	Male
Nontombi Dyase (Ward 07)	ANC	Female
Ester Molatlhwa (Ward 8)	ANC	Female
Simon Kolo (Ward 9)	ANC	Male
Thabani Mngomezulu (Ward 10)	ANC	Male
Sylvia Khenene (Ward 11) Rep to WRDM	ANC	Female
Daniel Mampe (Ward 12) MMC	ANC	Male
Ishmael Merabe (Ward 13)	ANC	Male
Khaya Ncele (Ward 14)	ANC	Male
Thokozani Amos Mncube (Ward 15) MMC	ANC	Male
Itani Gladys Khoza (Ward 16) MMC	ANC	Female

NAME	POLITICAL PARTY	GENDER
Annah Gela MMC	ANC	Female
Nobuntu Baza	ANC	Female
Sanele Ngweentsha Rep to WRDM	ANC	Male
Victress Lwabi	ANC	Female
Desmond Ndzapho	COPE	Male
Thobile Nkwatheni	UDM	Male
Joseph Letlhake	DA	Male
Colin Turner	DA	Male
Marie van Graan	DA	Female
Cathy Seitheiso	AZAPO	Female
Mzwandile Mvuso Mthimkhulu	IFP	Male

## 2.2 BACKGROUND AND PROCESS

An IDP reflects on a five year period. The plans indicated will be rolled out in phases. Focusing on service delivery and meeting the needs of the community are priority areas. Towards 2016 IDP with the focus on 2012/13 indicates what the municipality wants to achieve by when and how.





### New Dispensation

Cllr S Monoane was elected Speaker on 25 May 2011

Cllr N Tundzi was elected Executive Mayor. She appointed her Mayoral Committee consisting of the following members:

Cllr J Mafika	Chairperson: Finance Portfolio Committee
Cllr A Gela (Ms)	Chairperson: Health and Social Development
Cllr A Ntsiba	Chairperson: Public Safety
Cllr G Khoza (Ms)	Chairperson: Infrastructure Services
Cllr TA Mncube	Chairperson: Human Settlement
Cllr N Mkumbuzi (Ms)	Chairperson: Corporate Services.

Four Councillors were appointed to represent Council at the West Rand District Municipality in terms of the provisions of Section 23(1)(b) and Section 12 Notice published under Provincial Gazette Notice No 4861 dated 6 December 2005. They are:

-  Cllr S Ngwenventsha
-  Cllr S Khenene (Ms)
-  Cllr P de Jager
-  Cllr V Lwabi

One of the priority areas identified by the Act Municipal Manager was to align the staff structure to the functions of Council and to fill the critically vacant posts. A total number 54 critical posts were identified of which 39 has been filled and 15 are to be filled in the near future.

Mr T C Ndlovu was appointed Municipal Manager on 1 November 2011 and Ms Sophy Maqhubu was appointed Executive Manager: Corporate Services on 1 January 2012.

### **Vision 2016**

The West Rand District Municipality convened a follow-up three day workshop during September 2010 on the workshop held in February 2010 to develop a Strategic Framework to become a Metro by 2016.

The benefits of becoming a UniCity by 2016 will assist the region to reach the Millennium Development Goals (MDG), support the Gauteng Global City Region concept; will improve resource management and service delivery. During the workshop strategic action plans were put in place and committees were re-aligned to ensure delivery takes place.

Thus far the Transformation Committee was constituted to spearhead the process of transformation. Subsequently, a Transformation Stakeholder meeting was held in November 2011 whereby the 2016 Vision was discussed and a buy-in from the stakeholders was secured. The Revised 2016 Vision Strategic Framework was adopted at the strategic planning session held in August 2011. Five sub-committees headed by the Municipal Managers of all the Municipalities guide the process. They report to the IGR meetings and the Chairperson of the Transformation Committee Cllr Mpho Nawa who monitors their performance on an ongoing basis.

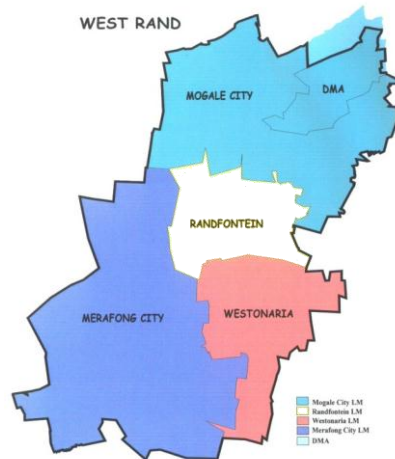
## **2.3 STUDY AREA**

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The area is known as the **Westonaria Local Municipality (GT483)**, which is a Category B municipality.

Westonaria Local Municipality is located within the jurisdiction of the West Rand District Municipality (WRDM). The WRDM comprises of five municipalities namely Mogale City Local Municipality, Randfontein Local Municipality, Westonaria Local Municipality and Merafong City Local Municipality (MCLM), previously from the North West Province, and the West Rand District Municipality itself.



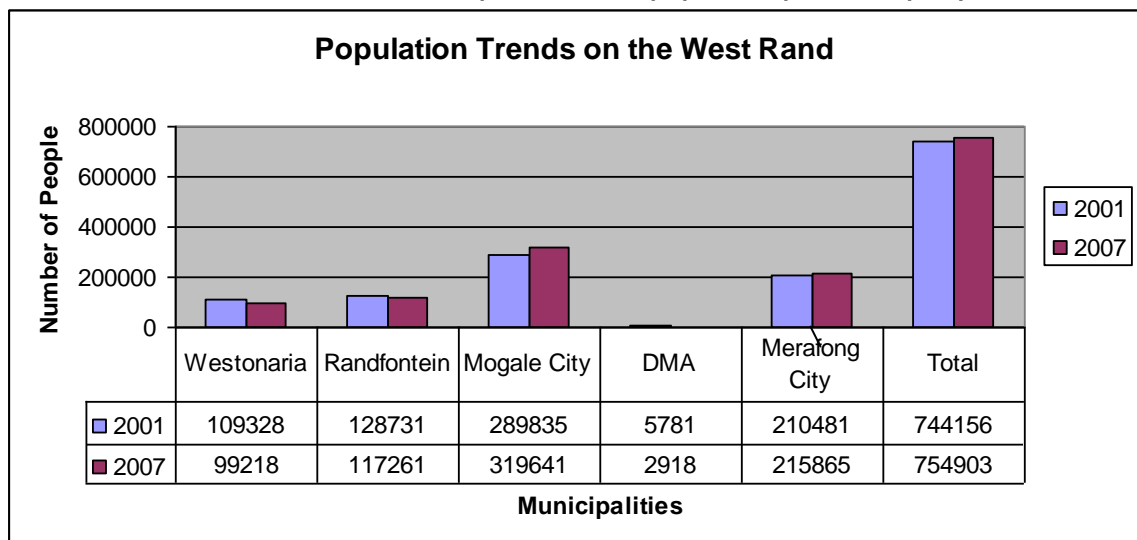


Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality.

Merafong City Local Municipality previously formed part of the West Rand and its regional planning processes. However, through the demarcation process Merafong City Local Municipality was transferred to North West Province. As from 1 July 2010 Merafong City Local Municipality was incorporated back into Gauteng and the District.

Westonaria Local Municipality is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 national and provincial roads respectively as well as the railway line provide easy access to the area. Goods and produce can reach markets and airports fairly easily without sacrificing loss of quality or excessive transport costs. As indicated in the West Rand Integrated Transport Management Plan, the planned Bus Rapid Transport (BRT) node from Lenasia will reduce the travel time of commuters making Westonaria a valued choice to reside in.

Combined Table and Graph No 1: Total population per municipality



Source: StatsSA

Since 2001, the population of Westonaria decreased by 10106.

Statistics reflected in the Community Survey 2007 is compared to Statistics of 2001 to reflect on trends. A more internal focus is adopted reflecting on the local situation. It is to be noted that the various surveys did not always use the same fields/ categories in the surveys complicating comparison.

### **Situation prior to Merafong City Local Municipality's inclusion into Gauteng and the West Rand**

Greater Westonaria comprises an area of 616 km<sup>2</sup> representing 25% of the area in the West Rand District Municipality. The population of 99 218 represents 18,4% of the total population on the West Rand.

### **Situation after Merafong City Local Municipality inclusion into Gauteng and the West Rand**

The size of greater Westonaria was not affected when Merafong City Local Municipality; was added to the District, however ratios were affected. Westonaria now represents 15% of the area and the population represents 13% of the total population reflected.

The total number of households in Westonaria according to the Community Survey of 2007 is reflected as 50 675. According to the 2001 Census of StatsSA Westonaria 29 980 households were reported with a breakdown of 12 818 formal households and 16 554 informal ones. The table below is self explanatory and is used in calculations done for service delivery and backlogs.

**Table No 1 : Dwelling type (Table no 4 in main document)**

<b>Area</b>	<b>Formal</b>	<b>Informal</b>	<b>Traditional</b>	<b>Other</b>	<b>Total</b>
Mogale city	57,598	24,220	1,418	293	83,529
Randfontein	28,630	7,087	363	85	36,165
Westonaria	12,818	16,554	493	115	29,980
DMA	1,301	261	87	15	1,664
<b>Total 2001 census</b>	<b>100347</b>	<b>48,113</b>	<b>2361</b>	<b>508</b>	<b>151338</b>

Source: Stats SA: Census 01

### **Areas that make up the Municipal Areas**

The **Westonaria Local Municipality** is characterised by a dispersed urban structure consisting of various urban areas and mining villages spread across the entire municipal area. The urban areas include the following townships as well as rural areas:

- Westonaria
- Bekkersdal
- Simunye
- Venterspost
- Glenharvie
- Hillshaven
- Wagterskop Extension 2
- Nufcor (private township)
- Libanon (mining village)
- Waterpan (mining village)

The rural areas consist of a large number of farms as well as the following agricultural holdings:

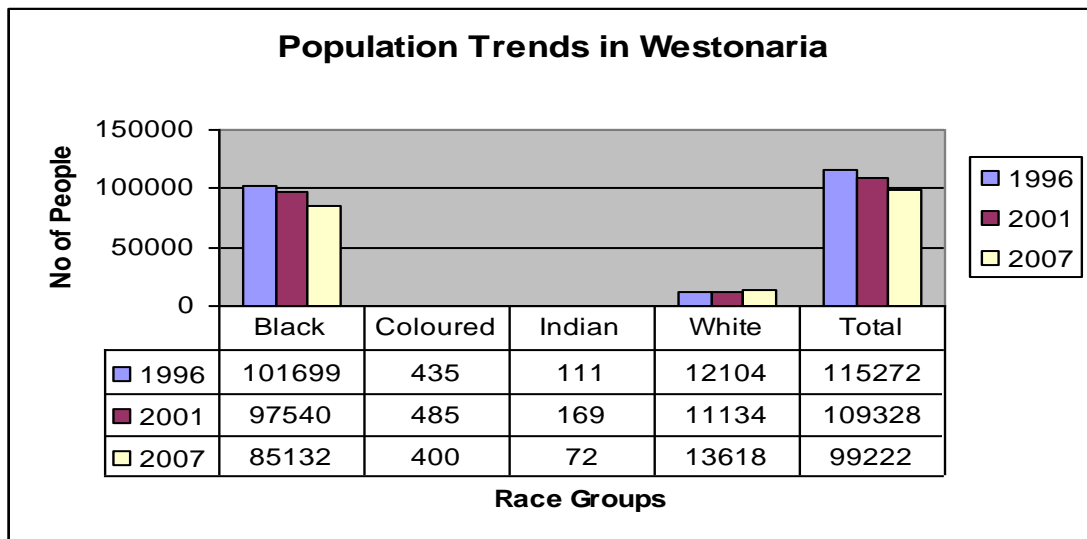
- Dennydale - Kocksoord
- Petrograaf
- Ten Acres (South of railway)
- Wagterskop
- West Rand Agricultural Holdings
- West Rand Gardens Estates

## Demographics

Statistics South Africa (StatsSA) released the Community Survey of 2007. The Community Survey is used to reflect the current status of the community of greater Westonaria and achievements to improve the lives of the residents.

The following trends were detected.

Combined Table and Graph No 2 – Population Trends in Westonaria

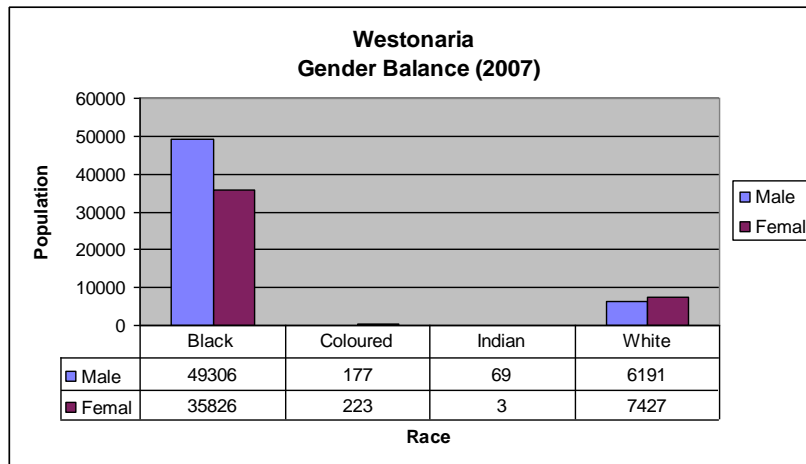


The gender distribution pattern in Westonaria shows that there are 55 743 males, representing 56,18% of the total population and 43 479 females representing 43.82% of the total population of Westonaria. There are more males in Westonaria than females which can be linked to the mining industry previously not being accessible to women.

Table No 2 – Gender Breakdown (Table No 1 in the main document)

Gender Breakdown of Population					
2001					
	Black	Coloured	Indian	White	
Male	56317	232	89	5584	62222
Female	41228	237	67	5573	47105
Total Population of Westonaria					109327
2007					
	Black	Coloured	Indian	White	
Male	49306	177	69	6191	55743
Female	35826	223	3	7427	43479
Total Population of Westonaria					99222

Combined Table and Graph No 3 – Gender Balance (Combined Table and Graph No 3 in the main document)



Source: StatsSA (Community Survey 2007)

### Age Groups of the Population

An increase of 1137 children in the age group 0 to 19 years is reflected. The youth group, 20 – 34 years, the age group, 35 – 64 years indicated a decline. Although the figure is lower for the elderly an increase in percentage is reflected due to the smaller population figure of 99 222.

Table 2 – Age Groups of Population Profile of Westonaria (Same number in main document)

Age Group	Westonaria		Fraction of total (%)	
	2001	2007	2001	2007
Children (0 – 19)	32065	33202	29	33.5
Youth (20 – 34)	35432	27642	32	27.9
Middle Age (35 – 64)	39952	36689	38	36.9
Elderly (Over 65)	1870	1688	1	1.7

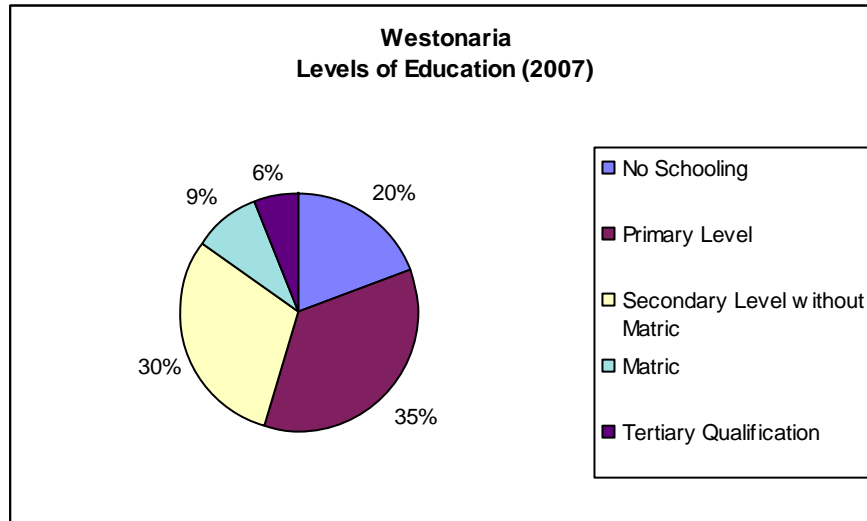
Source: StatsSA

### Education Levels of the Community

The graph reflects that 20% of the population of Westonaria is not schooled. The “No Schooling” category includes children under the age of 5 years, people who did not receive any schooling and where specifics were not provided. The level of people having a primary education reflects 35%. The secondary level education reflects people who attended high school but not having matric/Gr 12. This group represents 30%. Having a matric /Gr 12 qualification, with or without exemption, represents 9% of the community while a tertiary qualification reflects as 6% of the community.

Functional literacy affects the quality of labour being offered. Inadequate training and skill levels are barriers preventing a greater proportion of the available labour force to find employment thus contributing to the economy.

Graph No 1 – Education Levels (Graph 1 in the main document)

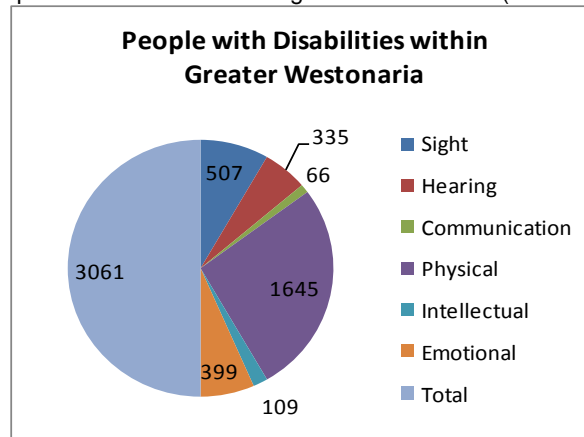


Source: StatsSA (Community Survey 2007)

### Disabled Community within Greater Westonaria

The Community Survey of 2007 from Statistics South Africa (StatsSa) was used to indicate the levels of disability within greater Westonaria. The table below reflects that a total number of 3061 people have disabilities representing 3% of the population. The physically disabled group requiring a wheelchair to get along represents 1645 people, the blind and visually impaired reflects 507 people, emotional disability reflecting on behavioural difficulties reflects 399 people, the deaf reflects 335 with the intellectually disabled group experiencing difficulties with learning 109 people and the speech impaired reflecting 66 people. A gender breakdown of statistics is provided in Section B of the main document.

Graph No 2 – People with disabilities within greater Westonaria (Same number as in main document)



Source: StatsSA (Community Survey 2007)

### MAIN EMPLOYMENT SECTORS

According to StatsSA the main employment sectors for 2001 and 2007 were:

Although the main employment sector namely the mining industry reflected a decline it is probable that an upward trend can be attained by the realization of a considerable increase in the gold price, more advanced technology and the large gold reserves / resources especially in the greater Westonaria area.

In 2001, 1066 people (0,9%) were involved in agricultural related activities. This figure dropped to 386 (0,3%) in the Community Survey of 2007. A downward trend is reflected in the primary sector which could turn around considering the high demand for food worldwide.

It is to be noted that the Community Survey of 2007 does not reflect a field "Private Households" as an employment sector used during the 2001 census. The lack of the said field complicated comparison and tracking of the trend.

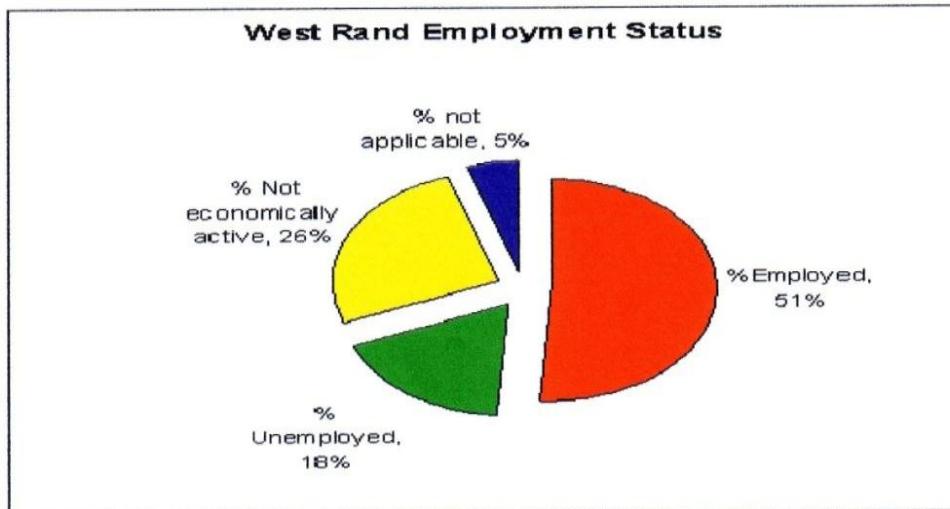
Table No 3 – Main Employment Sectors (Table No 8 in the main document)

<b>MAIN EMPLOYMENT SECTORS</b>		
<b>Rating</b>	<b>2001</b>	<b>2007</b>
1 (Provided most jobs)	Mining and Quarrying	Mining and Quarrying
2	Retail Trade, hotels & restaurants	Community, social and personal services
<b>Rating</b>	<b>2001</b>	<b>2007</b>
3	Community, social and personal services	Retail trade, hotels & restaurants
4	Private Households	Manufacturing
5	Construction	Construction

Source: StatsSA

The pie chart below reflects that 51% of the total population in the West Rand is employed. The category "not economically active" includes people under the age of 18, those not ready for the labour market, and people over the age of 65, implying retired or senior citizens. This group represents 26% of the total population. Only 18% of the people on the West Rand are unemployed.

Graph No 3 – West Rand Employment Status (Same number in the main document)



Source: Stats SA, Community Survey

Although the percentage seems low, Westonaria has a reported percentage of the unemployed to be 29,6% based on information released by Global Insight data.

Addressing unemployment and poverty, peoples' assets are to be identified as cornerstones of their success and efforts are to be made to mobilise these assets in

monetary terms e.g. obtaining loans on homes to start SMMEs and informal businesses.

The underlying dolomitic geological formation is a great restraining factor on demographics as the optimum utilization of surface area inhibits socio and economic development resulting in the enforced development of high density pockets of human concentration.

## **2.4 INITIATIVES TO ADDRESS THE IMBALANCES**

Westonaria is in close range of the centre of the Gauteng economic hub as it is only 60 km from it, with easy access to both the highway and railway infrastructure.

Initiatives to address the imbalances are as follows:

### **Job Creation**

A total number of 107 interns are currently at Westonaria Local Municipality.

The breakdown of the Interns placement is as follows:

<b>Department</b>	<b>Number of Interns</b>
Infrastructure Services	100
Finance	7
<b>TOTAL</b>	<b>107</b>

The Westonaria Borwa development has a total of 81 unskilled, semi-skilled and skilled local workers on site. The gender and age balance is as follows: 50 youth males, 15 youth women, 13 adult males and 3 adult women working on the project. 140 Labourers were recruited to assist with the project.

Within the Waste Management, Parks and Cemeteries Section of the Community Services Department 2 345 jobs were created represented as follows: 57 permanent jobs, 80 temporary jobs, 175 from the Expanded Public Works Programme (EPWP) and 2000 from the Community Works Programme (CWP).

42 HIV/AIDS Volunteers involved in the Door to door campaign receives a monthly stipend.

Thirteen (13) tenders were awarded during the past year of which six (6) went to local contractors. Local contractors were appointed to assist with refuse removal.

### **The Free Basic Services (FBS) Policy**

The Free Basic Services Policy (FBS) provides all households with 6 kl water and 50kWh electricity as free basic services. Residential stands with a size of less than 350m<sup>2</sup> also qualify for free sewer and refuse removal and no assessment rates are charged.

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**Indigent Management Policy**

During the 2008/09 financial year a different approach was followed deviating from the geographical area and the standard of service delivered. The new approach had it that only registered indigents will be entitled to FBS and the indigent status will be determined by household income based on two national social grants per household.

**Local Economic Development**

The LED Implementation Framework outlines the different LED programmes and projects linking them to their respective objectives and key focus areas. Discussions are underway with the Gauteng Department of Agriculture, and Rural Development (GDARD) to assist Westonaria with developing a Strategy for Agriculture and aligning the respective projects. The Agricultural Hub to be established on the West Rand will avail valuable knowledge and resources to the community.

The LED projects that were initiated as part of the BRP Project will also be revived in collaboration with the Gauteng Department of Local Government and Housing.

**Closer Cooperation with the Mining Industry**

A Regional Mining Forum is being established under the coordination of the West Rand District Municipality. Westonaria Local Municipality is working closely with the mining companies operating within its area of jurisdiction in relation to the implementation of the mining companies' Social Labour Plans.

**Women Empowerment**

The trend in South Africa shows that a much higher number of women hold seats in parliament now compared to earlier years. The numbers of female Councillors in Westonaria declined from 17 (59%) out of a total of 29 Councillors from the previous dispensation to 12 (39%) female Councillors out of a total of 31 Councillors in the current Council term.

Senior Management consists of the Municipal Manager with 4 Section 57 Employees (Executive Managers) of which all positions are filled. The gender balance reflects 50% men and 50% women.

The Municipality through its SCM Policy has made some strides in the empowerment of women-owned businesses. Efforts are made to award tenders and other items adjudicated to women-owned businesses. Women owned companies are also assisted with registering on the municipality's service provider's database and assist new contractors to improve their Construction Industry Development Board (CIDB) rating.

**Addressing Backlogs: Housing, Water, Sanitation & Electricity**

The provision of shelter, clean water, sanitation and access to electricity are major tools protecting human capital and reducing social asset poverty.

The backlogs Westonaria Local Municipality face, namely 16 500 informal households, are linked to the relocation of the informal settlements from Bekkersdal and Waterworks to Westonaria Borwa, Middelvlei, Droogeheuwel and Syferfontein. Thusanang to be formalised in that area.



During the past year 242 families from Bekkersdal informal settlements namely Transit Camp and Ward 9 and 10 were relocated to Mohlakeng Ext 11 close to Randfontein.

The Westonaria Borwa mixed housing development was launched in partnership with Department of Local Government and Housing (DLG&H) and Cream and Kings Development Company in order to contribute to the reduction of the housing backlog.

### **Sanitation Backlogs**

Westonaria Local Municipality has progressed significantly in providing water to the most remote areas through the use of stand pipes for potable water and VIP toilets for sanitation. This is a notable achievement and warrants that the Municipality now refocuses its attention on operational sustainability of water systems and infrastructure, capital provisions for upgrades and refurbishments, forecasting and replacement strategies and strategies for cost recoveries on provisions of water and sanitation services.

In greater Westonaria 44.4% (13 311) of consumers have access to full waterborne sanitation, 55.2% (16 554) consumers has access to VIP toilets. The ratio is 1 VIP toilet for 2 households. Farms are not serviced by the municipality and accounts for 0.3%.

The municipality aims to provide full waterborne sanitation and thus ensure 'equal' level of service to all residents within the municipality. This however is depending on financial and economic viability of extending the current level of service from "VIP toilets" to "full waterborne sanitation" in all areas.

The future trend is to maintain the current situation of waterborne sanitation in all urban areas. The waterborne network is to be expanded to include any new developments which can be linked to the sewer reticulation system. Gravitational reticulation is preferred and pumping only done when no other design can be incorporated.

### **Strategic Gap Analysis (Waterborne Sanitation)**

The current water treatment works will not have sufficient capacity to carry the additional effluent as a result of the increasing expansion of waterborne sanitation but planning is in process to increase the capacity to 15Ml/day.

More consumers with access to waterborne sanitation will result in additional bulk water purchases.

Westonaria does not have sufficient (quality and quantum) personnel employed to effectively manage the Waste Water Treatment Works (WWTW).

### **Implementation Strategies (Waterborne Sanitation)**

The existing capacity of the Hannes van Niekerk WWTW will be upgraded and expanded to meet the current and future organic and hydraulic demands.

The capacity required at the new Zuurbekom WWTP on the eastern boundary of Westonaria is 28.9 Ml/d, 54 Ml/d and 61 Ml/d in 2015, 2020 and 2025 respectively. It is recommended that the treatment works be constructed in 20 Ml/d modules with 40 Ml/d to be constructed as part of Phase 1.

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This will provide Westonaria Local Municipality the opportunity of evaluating the inflow to the new plant and determine the need for the construction of an additional 20 Ml/d module as developments necessitates the upgrading.

It is recommended that the infrastructure needs for 2020 be re-evaluated as more information become available. The implementation of Phase 2 will require design and construction management prior to construction scheduled for commencement in 2014.

### **Land Distribution and Reform**

Land restitution, tenure reform and land redistribution is another major policy instrument used for alleviating asset poverty since 1994. The Westonaria "land acquisition programme" has been largely hampered by geological conditions and the availability of suitable land for development. The Simunye housing development project reflects the Municipality's performance in this regard.

## **2.5 URBAN COMPOSITION AND PROPOSED NEW DEVELOPMENTS**

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### **Activity Nodes**

The only node of significant regional importance is the Central Business District (CBD) of Westonaria. Retail development, offices, taxi ranks, governmental buildings and municipal offices are located here.

### **Transport**

The public transport routes within the Westonaria Local Municipality are mainly concentrated along the N12 and the R28. The railway line also provides transport opportunities to the greater Johannesburg area and beyond.

### **Fast moving parallel access ways / Mobility Spines**

One of the critical aspects within a well-accepted overall spatial framework is to create a balance between the provision of mobility and local access. Freeways, however, do not always provide a high level of local access. Within an overall development framework, various types of roads should function as an integrated system to provide the necessary levels of mobility as well as local accessibility.

Within the Westonaria Local Municipality context there is one important route which functions as a mobility spine / fast moving access way. This route is the N12 route linking the study area in an east west direction. The primary purpose of the fast moving access way is to provide mobility for high volumes of traffic with limited direct access onto these routes. Typical land uses located along these routes are land uses which benefit from high levels of accessibility and visibility.

An application was lodged for an industrial/commercial township north of the N12. The township is an extension of similar developments to the east thereof in the City of Johannesburg's municipal area. These kind of developments require easy access onto fast moving access ways and is part of the reason why the developments in the City of Johannesburg area have been successful and why the natural extension of the industrial and commercial developments are now earmarked to take place along the N12 Freeway.

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## **Proposed Activity Corridors**

The concept of an activity corridor is important in applying the principles of development corridors. Local access needs to be provided to develop areas along the activity spine.

The activity corridors contain various modes of transportation and will give direct access to a range of high intensity land uses, including retail, cultural, residential, employment and recreational facilities. The proposed activity corridor within the study area is as follows (see map at the end of the document).

1. The R28 linking Westonaria with Randfontein and Krugersdorp in the north and Emfuleni in the South.
2. The R559 road from this intersection with the N12 to the intersection with the R28.

A number of Public Passenger Transport Corridors for the West Rand has been identified and are reflected in the Integrated Transport Plan for the West Rand. The most prominent corridors for Westonaria are:

Corridor C: Westonaria (R28) – Randfontein – Mogale City

Corridor B: Between Mohlakeng and Protea Glen / Lenasia at Mohlakeng

Corridor D: Krugersdorp (CBD) to Westgate via Robert Broom Street at Krugersdorp Pretoria Street.

Corridor C serves as a strong north –south public transport corridor linking the core of the West Rand District Municipal area. The Corridor is integrated with other corridors. The Corridor is to support the major nodes of Westonaria, Randfontein and Krugersdorp as well as secondary nodes of Simunye, Bekkersdal, Mohlakeng and Toekomsrus.

With regard to Corridor C the travel demand along the corridor was determined from current public demand as well as latent demand - attractive enough to motivate people to become users.

### **Potential future activity nodes**

Only one potential future activity node has been identified within the proposed spatial development framework being the intersection of the R28 and the N12 route (N12 Treasure Route).

The land in the West Rand Agricultural Holdings (WRAH) and adjoining the N12 freeway and adjoining properties, as well as the land east of the WRAH and west of the City of Johannesburg municipal area has been earmarked for mixed land uses subject to the provision of engineering services for specific uses, especially developments which has a residential component.

The strategic location of this intersection along the N12 makes this a potentially viable future activity node where concentration of business, light industry, commercial and other types of related uses can be established. This node is seen to have development potential in the medium term and should form part of the planning for the establishment of Westonaria Borwa, which is part of the relocation of the informal settlements of Bekkersdal to the area south of the existing township of Westonaria.

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## **FUTURE DEVELOPMENTS**

The vision of the global city region and the UniCity is one of the reasons why Westonaria Local Municipality supports the future growth in the municipal area to take place in the far-east corner of Westonaria Local Municipality. The development of this area would ensure that the developments (both industrial and residential) in the Soweto, Protea Glen area would link up with developments in Westonaria but also be regarded as a natural extension of market demand for commercial/industrial development close to current and future work forces. The proposed townships are:

### **Westonaria Borwa previously known as Westonaria South**

Council in August 2010 approved a residential development of 6092 units earmarked for a mixed housing development. The township borders Westonaria to the south. The purpose of the township is to assist in the relocation of residents on the Housing Waiting List, as well as residents from the Bekkersdal Informal Settlement. The housing development is a joint venture between the Department of Local Government and Housing, Westonaria Local Municipality and Crimson King Properties who donated the land and has been appointed as the turnkey developer of the project. This development will alleviate the housing backlog in Westonaria.

The township was originally called "Westonaria South" but in December 2010 Council approved a new township name "*Westonaria Borwa*", the phasing of the township into seven phases, as well as street names for the first phase.

The first phase will consist of 1549 residential erven; 4 business erven; 6 institutional erven for clinics, churches and old age facilities; 1 primary school erf and 4 erven for crèches and various erven for public parks. The first phase consisting of bulk infrastructure services is planned to start in 2011. A map of the area is attached as an annexure at the back of the document.

The main streets will be:

- Nelson Mandela Drive
- Albert Luthuli Avenue
- Chris Hani Street
- Govan Mbeki Drive
- Oliver Tambo Avenue

The other streets will be named after indigenous/fruit trees, animal/bird names and sports codes.

### **Thusanang**

The proposed housing development in Thusanang is in the planning phase. A number of planning activities are currently underway, namely, designs, while others like the geotechnical investigations have been finalised. The project will provide for about 1500 stands on a 67Ha land which will potentially increase to over 8500+stands with the possible availability of an additional 157Ha of land.

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**Simunye Extension 2**

A number of stands in Simunye Extension 2 were consolidated, resubdivided and rezoned to create the potential to develop 164 units as part of a high density residential complex. This development is part of the Bekkersdal Renewal Project (BRP), but Goldfields SA has since entered into negotiations with Council to develop 150 units at their own cost. The engineering services have been installed as part of BRP.

**Glenharvie & Extension 8**

Goldfields SA is currently busy to develop approximately 450 units in Glenharvie and Extension 8 for rental accommodation for employees of Goldfields.

**Syferfontein**

A potential development of the farm Syferfontein is also being investigated by the Gauteng Department Local Government and Housing (GDLG & H) and a preliminary geotechnical investigation was carried out. This investigation confirmed that approximately 28 900 dwelling units could be developed in this area. Further investigations in terms of the transfer of land and bulk engineering services are being carried out. The establishment of such a township is in principle supported by the Westonaria Local Municipality and the amendment to the urban edge includes this proposal. This proposed township would be able to satisfy in the current demands (back log) of Westonaria (18 000) and also provide housing for beneficiaries from other municipalities.

**Protea West Industrial Park**

A mixed use township consisting of industrial commercial, motor related uses, shops and sports facilities has been lodged with Westonaria Local Municipality. The township is an extension of similar townships on the western side of the common boundary between Johannesburg Metropolitan Municipality and Westonaria Local Municipality. The township will consist of approximately 400 ha and will provide much needed job opportunities to current and future residents of the area

A further reason for the establishment of townships in this area is that a sewer pipe line that will provide in the need of the newly established residential townships in Protea Glen and Doornkop will traverse the West Rand Agricultural Holdings (WRAH). The design thereof is done as such that the planned volumes of this network will allow future townships to be established in WRAH to link into this network. A cross-boundary agreement will have to be signed between Westonaria Local Municipality and the City of Johannesburg for the provisioning of cross-boundary service delivery to the townships in this area.

In line with the abovementioned criteria the WRAH is also earmarked for a future high density residential development on the small holdings. The current planning is that the existing roads will be retained and the layout of the residential development would fit in within this road layout.

The one issue that is hampering the development is the acquisition of land as it belongs to the City of Johannesburg and efforts to obtain an agreement to proceed with the township establishment has not yielded the expected results.

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**PROPOSED OTHER DEVELOPMENTS ON THE WEST RAND**

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**Droogeheuvel, Middelvlei and Westonaria South now known as Borwa Housing Projects**

Powerhouse Consortium and the then Gauteng Department of Housing, now Gauteng Department of Local Government and Housing (GDLG & H) joined hands with the above-mentioned developments.

Powerhouse Consortium (Pty) Ltd (PHC) on 11 March 2009 submitted a progress report to the Gauteng Department of Housing (GDoH) in respect of the Droogeheuvel, Middelvlei and Westonaria South Housing Projects.

The project was identified as a Provincial Flagship Project, envisaged to be an integrated, sustainable human settlement, utilising the principles of the Breaking New Ground Policy (BNG) of the National Department of Housing.

In September 2007, a business plan was completed. The Business Plan was based on the development of 17 822 residential stands of mixed density, typology and market of which approximately 9 000 (50%) single residential stands is proposed to be used for subsidy housing.

During 2011, 265 households from Bekkersdal Transit Camp better known as Vezinyawo, Ward 9 and 10 were relocated to Mohlakeng Extension 11 also known as Droogeheuvel. Eight families were relocated later due to their houses being vandalised requiring repairs.

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**2.6 BUDGET 2012/13 FINANCIAL YEAR**

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The focus areas are:

- Poverty alleviation
- Visible service delivery
- Job creation
- Emphasis on maintenance of assets and infrastructure
- Free Basic Services of 6kl water per household and 50kWa electricity

**Operating Budget**

The operational budget is the financial plan that Council uses to effect sustainable service delivery within its own guidelines taking into account the affordability. The new budget format requires that the operating budget be compiled for a three-year period.

**Revenue Budget**

The budget is based on realistically anticipated revenue for the budget year from each revenue source. The anticipated revenue is thus based on realistic and affordable tariff increases. For the 2012/13 Financial Year the collection rate target is 88%.

The following tariff increases were approved as per operational and business principles:

Assessment Rates	6%
Water - Municipal area	10%
Water - Mines	Rand Water tariff plus 49,5c per kilolitre
Electricity	11%
Refuse Removal	6%
Sanitation	6%

The Medium Term Revenue Expenditure Framework (MTREF) estimates and forecasts are based on an average rate of payment levels of 88%.

The revenue of the Council is derived from several sources:

Grants and Subsidies

This item consists of subsidies for health services provided on behalf of the Provincial Government, refund on motor licenses and inter-governmental contributions in the form of equitable share contributions.

Assessment Rates

Current State of Affairs: Assessment rates are levied on the land and property value based on a pre-determined percentage.

Consumer Revenue

Consumer revenue consists of income generated from the sale of electricity and water and levies for sewerage and refuse removal.

The guideline of a 11,03% surplus on turnover by the National Electricity Regulator (NER) on electricity should also be taken into account when the percentage increase in electricity tariffs is considered. Water services (like electricity service) are considered to be a trading service and should therefore be operated to generate a surplus of 6%.

Westonaria supplies water directly to the mines at Rand Water tariffs plus 44c per kilolitre.

The provision of water to the mines by the Municipality instead of Rand Water boosts the Municipality's turnover by R6,6 million (2011 monetary value) and results in an additional net income of R6,3million.

Refuse removal is considered to be an economic service and should therefore only break even.

The sewerage service is also considered to be an economic service and therefore should also only break even. Sewerage charges are based on the size of the land.

Other Revenue

Departments that provide other services to the community and collecting revenue are: building plan fees, water and electricity connection fees, fines, driver's licenses, transport fees, dumping fees etc.

For Westonaria municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that Westonaria Local Municipality is faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality's area of jurisdiction and continued economic development;
- Efficient revenue management, which aims to ensure an 88 percent annual collection rate for property rates and other key service charges;
- Electricity Service tariff increases as approved by the National Electricity Service Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

#### Summary of revenue classified by main revenue source

Description  R thousand	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b><u>Revenue By Source</u></b>					
Property rates	29 489	29 489	34 147	36 196	38 006
Property rates - penalties & collection charges	–	–			
Service charges - electricity revenue	79 171	79 171	95 004	104 505	114 955
Service charges - water revenue	109 490	103 570	118 249	126 526	132 474
Service charges - sanitation revenue	16 503	15 892	15 853	16 653	17 652
Service charges - refuse revenue	7 399	5 605	5 627	5 964	6 322
Service charges - other	–	–			
Rental of facilities and equipment	1 650	367	389	409	429
Interest earned - external investments	50	219	545	572	600
Interest earned - outstanding debtors	9 931	12 101	14 751	15 489	16 263
Dividends received	–	–		–	–
Fines	4 237	2 637	4 236	4 448	4 670
Licences and permits	4 500	4 236	15 600	16 380	17 199
Agency services	–	–		–	–
Transfers recognised - operational	92 288	92 288	108 261	113 674	119 358
Other revenue	191	1 612	2 869	3 824	4 015
Gains on disposal of PPE	17	–	900	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>354 917</b>	<b>347 188</b>	<b>416 430</b>	<b>444 639</b>	<b>471 944</b>

#### Expenditure Budget

Having established the revenue framework, the expenditure framework must be drawn up from the strategic plans/IDP and the functional operational plans.



The following elements have a major impact on the formulation of the expenditure:

- Employee remuneration and related employee costs;
- Interest and redemption requirements to service borrowings;
- Contributions from the operating budget for capital expenditure; and
- Provision for long-term liabilities and other commitments.

The zero-based type of analysis where all activities are open to review at budget time allows an opportunity to reallocate resources and avoid continuous growth in budgeted expenditure.

The expenditure section of the operating budget sets out all the operating expenses and cash outflows to both internal and external sources. The total expenditure should be reconciled with the cash flow statement.

The expenditure budget consists of operating service delivery items and provides inter alia for the following:

- Salaries and Wages – Employee Related Costs
- General Expenses
- Repair and Maintenance
- Capital Charges
- Contributions To Capital Outlay
- Contributions To Funds

### Summary of Expenditure Budget.

The Budget also provides for the funding of the following projects:

■ Gender & Youth Development	■ Skills Development (Women)
■ Sport Development ( Sport Clinics)	■ HIV/ AIDS Programme
■ Media & Marketing	■ Crime Prevention
■ Communication Strategy	■ Performance Management System
■ Community Empowerment & Participation	■ Job Creation ( Expanded Public Works Programme)
■ Empowerment of Councillors & Council Committees	■ Rehabilitation of the Environment
■ Poverty Alleviation, Free Basic Services (FBS), Indigent Support, Rebate to Pensioners on Assessment Rates & Ons Spens and Food Gardens (Simunye)	

The Operating Expenditure budget for 2012/13 financial year is based on the following:

**Summary of operating expenditure by standard classification item**

Description  R thousands	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
	Original	Adjustment	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b><u>Financial Performance</u></b>					
Employee costs	101 901	104 249	111 775	118 482	124 406
Remuneration of councillors	10 363	8 015	8 859	9 391	9 860
Depreciation & asset impairment	4 391	4 391	7 201	7 633	8 015
Finance charges	9 974	8 014	10 866	11 518	12 094
Materials and bulk purchases	160 212	160 212	183 064	197 709	213 526
Transfers and grants	–	–	–	–	–
Other expenditure	68 071	63 176	93 192	98 784	103 723
<b>Total Expenditure</b>	<b>354 912</b>	<b>348 057</b>	<b>414 958</b>	<b>443 517</b>	<b>471 624</b>

The budgeted allocation for employee related costs for the 2012/13 financial year totals R111,7 million, which equals 28.9 percent of the total operating expenditure. Based on the MFMA circular 58 salary increases have been factored into this budget at a percentage increase of 5 percent for the 2012/13 financial year. An annual increase of 5.5 per cent has been included in the two outer years of the MTREF. The budget was also informed by the Municipality's new organisational structure which was approved by Council in December 2011. The Municipality's cost reprioritization and cash management also informed the budget process with regard to the filling of only critical vacant positions.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act.

### Capital Budget

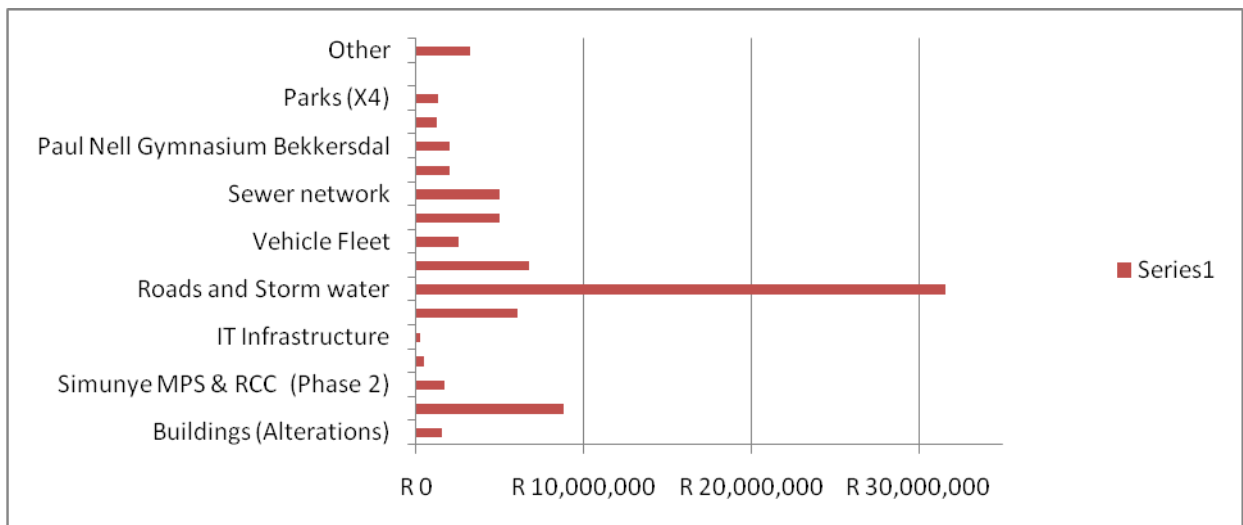
The driving force behind the implementation of the Council's strategies is the Integrated Development Plan (IDP). Legislation requires that the public participation process has to be taken into account when compiling the municipal budget. The capital budget is based on the capital development priorities approved in the IDP.

The capital budget consists of the non-operational needs of the community. Assets with a life span of more than one year can be classified as capital expenditure and are procured according to Council's procurement policy.

The following table provides a breakdown of budgeted capital expenditure by vote: For 2012/13 an amount of R79.2 million has been appropriated for the total capital budget. Total new assets represent 54.6 percent or R43,2million of the total capital budget while asset renewal equates to 45.4 percent or R36million.

<b>Summary: Capital Budget 2012/13</b>	
	<b>Budget 2012/13</b>
Corporate Services	R 4 884 000
Finance	R 200 000
Community Services	R 22 311 861
Infrastructure Services	R 51 824 299
<b>TOTAL</b>	<b>R 79 220 160</b>
	<b>Source of Funding</b>
MIG	R 63 756 160
WLM Internal funds	R 1 324 000
External Loan	R 14 140 000
<b>TOTAL</b>	<b>R 79 220 160</b>

The following graph provides a breakdown of the capital budget to be spent on infrastructure related projects over the MTREF.



## 2.7 CONCLUSION

The Integrated Development Planning process mobilised Westonaria Local Municipality to focus itself, develop a future-directed vision and proactively position itself in a changing environment. The public participation process provided a better understanding of the challenges the municipality encounters, guided strategies to deal with it and align resources to achieve objectives set out to do.

## **SUBMISSIONS**

Readers are welcome to make further submissions, either verbally or in writing to the IDP Manager:

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